

- When an employee "hit the wall" from unrelenting pace, they need to "climb the wall".
- Every Amazonian needs to learn to be guided by the leadership principles
 - 14 rules inscribed on handy laminated cards
- Employees at Amazon are encouraged to
 - Tear apart one another's ideas in meetings
 - Toil long and late
 - Emails arrive past midnight
 - Follow by text message asking why they didn't reply
 - Held standards that the company boast is "unreasonably high"
 - Internal phone directory instruct employee to
 - Send secret feedback to one another bosses
 - Frequently use to sabotage others
 - Ex. "I felt concerned about his inflexibility and openly complaining about mirror tasks."
- "Purposeful Darwinism"
 - Winners fantasize innovations that will be provided to a 1/4 billion customers
- Also, getting small fortunes in soaring stock
 - Losers leaves or are fired in annual culling of the staff
 - Some workers suffered from cancer, miscarriages and other personal injuries has been unfairly or edged out rather than given time to recover.
- Amazon decline many common company's benefits, and force employee to work extra hard to achieve Bezo's ambitious dream.
- "This is a company that strives to do really big, innovative, ground-breaking things, and those things aren't easy. When you're shooting for the moon, the nature of the work is really challenging for some people id doesn't work" - Susan Harker, Amazon's top recruiter
 - Bo Olson was one of them
 - Lasted less than 2 years
 - Role: book marketing
 - He witness people weep in the office
 - "You walk out of a conference room and you'll see a grown man covering his face" he said "Nearly every person I worked with, I saw cry at their desk."
- Over 100 current & former Amazonians described how they reconcile the sometimes- punishing aspects of their workplace
 - Some thrived at Amazon because it pushes them past what they thought were their limits
 - They are motivated by "thinking big and knowing that we haven't scratched the surface on what's out there to invent" - Elizabeth Rommel, retail executive
 - For those who cycled in and out of the company said that it helped their careers take off
- Few who left later realized that they become addicted to Amazon's way of working
- Amazon has been quicker in responding to changes
 - Data that allows individual performance to be measured continuously
 - Come-and-go relationship between employers and employees
 - Global competition in which empires rise and fall overnight

- A Philosophy of Work
 - Data-driven management is the key
 - Bezo come up with these impulses when founding Amazon
 - Eagerness to tell others how too behave
 - An instinct for bluntness bordering on confrontation
 - Overarching confidence in the power of metrics
 - As Amazon grew, Bezo take these impulses into the leadership principles
 - The article of faith that describe the way Amazonians should act
 - The guideline has help recruited many elite workers who are liberated from the forces (red tapes and office politics)
 - #5 Hire and develop the best
 - Employees are to exhibit "ownership" (#2)
 - Mastery of every element of their businesses and "dive deep" (#12)
 - Find underlying ideas that can fix problems
 - Identify new services before shoppers even ask them
 - Employees need to have endurance, speed and performance that can be measured and an ability to defy limits
 - #8 bias for action
 - #7 think big
 - Amazon does not provide many perks or benefits compare to Facebook or Google
 - Workers need to embrace frugality (#9)
 - They have pay for everything themselves, which include travel expenses, desks, and cellphone
 - No free food buffets
 - Workers need to
 - Focus on pleasing customer (#1 customer obsession)
 - Word "mission" has been used to describe lighting quick delivery of Cocoa Krispies or selfie sticks
 - Worker get competitive compensation
 - Amazonians are instructed to "disagree and commit" (# 13)
 - To rip into colleagues' ideas with feedback that can be blunt to the point of painful
- Motivating the 'Amabots'
 - "If you're a good Amazonian, you become an Amabot" - Amazon veteran
 - Becoming one with the system
 - In Amazon warehouse,
 - Employees are monitored by sophisticated electronic systems to ensure they are packing enough boxes every hour
 - 2011, A worker in an eastern Pennsylvania warehouse toiled in more than 100-degree heat with ambulances waiting outside
 - In office,
 - it uses a self-reinforcing set of management, data and psychological tools to spur its tens of thousands of white-collar employees to do more and more
 - Many new comers are dazzles and intimidated by how much responsibility the company puts on their shoulders and how directly Amazon links their performance to the success of their assigned projects

- Many workers criticized the culture stoked their willingness to erode work-life boundaries, castigate themselves for shortcomings
 - This also include many employees who used to work at Wall-Street and start ups
 - Ex. Bina Vaccari
 - Join in 2008 to sell gift cards
 - Once use her own money to pay a freelancer in India to enter data so she could get more done
- Amazon has more data than any retail operation in history
 - These real-time data allows the company to measure nearly everything customer o
 - What they put in their shopping carts, but do not buy
 - When readers reach the "abandon point" in a Kindle book
 - What they will stream based on previous purchases
 - It can also tell when engineers are not building pages that load quickly enough
 - Or when a vender manager does not have enough gardening gloves in stock
 - Employees are accountable for these large amount of data
 - Employee will receive up to 50 - 60 pages long of printout data, and they will be quizzed on everything in it
 - Explanation like "we're not totally sure" or "I'll get back to you" are not acceptable
 - Toughest questions
 - Getting to the bottom of "cold pricklies"
 - Email notification that inform shoppers that their goods won't arrive when promised
- Many employees tends to feel that their work is never done or good enough
 - One Amazon building is named Day One
- Reminder from Bezo that it is only the beginning of new era of commerce
 - Ex Chris Brucia
 - Workinf on a new fashion sale site
 - Received a punishing performance review from his boss
 - Half-hour lcture on every goal he had not fulfilled and every skill he had not yet mastered
 - He silently absorbed the criticism, and fear that he will be fired
 - Instead, he got a promotion in the end
- A Running Competition
 - 2013, Elizabeth Willet
 - Former Army captain who served in Iraq to manage warehouse vendors
 - When she had a child, she works from 7am to 4:30 pm to pick up her child
 - However, she was criticized for leaving too soon from her colleagues
 - She later left
 - Willet's colleagues criticized her through the Anytime Feedback Tool
 - A widget in the company directory that allows employees to send praise or criticism about colleagues to management
 - Their identities are not shared with the subjects of the remarks
 - Since team members are ranked, those who's at the bottom gets eliminated every year
 - This device has been calling by workers a river of intrigue and scheming
 - They can make a pact with colleagues to bury the same person at once
 - Praise one another lavishly

- Many workers like Willet feels sabotaged by negative comments from unknown employees
- Later another company (Workday) use a similar device for rating their own employees
 - Bezo was one of the early backers for Workday
- David Loftesness
 - A senior developer
 - He admired the customer focus but could not tolerate the hostile language used in many meetings
 - His team devoted themselves to improving the search capabilities of Amazon's website
 - However, he later found out that Bezo agree to a secret competing effort to build an alternative technology
 - He later to become a director of engineering at Twitter
- There's an internal competition called: Organization Level Review
 - Managers debate subordinates' rankings, assigning and reassigning names to boxes in a matrix projected on the wall
 - Many companies (Microsoft, GE, Accenture Consulting) have drop this practice because it force managers to get rid of valuable talent just to meet quotas
 - Preparing is like preparing for a court case
 - To avoid losing good members of their team
 - They must come armed with paper trails to defend the wrongly accused and incriminate members of competing groups
 - Or, they adopt a strategy of choosing sacrificial lambs to protect more essential players
- Many former high-level female executives believe that the leadership principles worked to their disadvantage
 - They could lose a promotion because of criteria like "earn trust" (#10) or emphasis on disagreeing with colleagues
 - Motherhood can also be a liability
 - Michelle Williamson
 - 41 year old parent of 3
 - Helped build Amazon restaurant supply business
 - Her boss, Shahrul Ladue, told her that raising children would likely prevent her from success at a higher level because of the long hours required
 - Mr. Ladue said that Ms. Williamson is directly competing with a younger colleagues with less commitments, so he suggest her to find a less demanding job at Amazon
 - Both Mr. Ladue and Ms. Williamson left the company
- When 'All' Isn't good enough
 - Molly Jay
 - An early member of the Kindle team
 - Receive high ratings for years
 - Her rating suffers when she have to take care of her dad who was suffering from cancer
 - She was blocked from less pressure-filled job
 - After her father's death, she took a unpaid leave, and never return to Amazon
 - A women with thyroid cancer
 - She was given a low rating after she returned from treatment
 - Her manager told her that her peers were accomplishing a great deal

- A women who miscarried twin
 - Left for a business trip the day after she had surgery
 - Her boss told her
 - "I'm sorry, the work is still going to need to get done"
 - "From where you are in life, trying to start a family, I don't know if this is the right place for you"
- A women who had breast cancer
 - She was put on a "performance improvement plan"
 - Amazon code for "You're in danger of being fired" because "difficulties" in her "personal life" has interfered with fulfilling her work goals
- Many women who suffered health crises are judged harshly instead of being given time to recover
- For many employee who left, they are exhausted or unwilling to further endure the hardships for the cause of delivering swim goggles and rolls of Scotch tape to customers just a little quicker
- A Stream of Departures
 - Amazon offers no paid paternity leave
 - They retains new workers in part by requiring them to repay a part of their signing bonus if they leave for a year
 - Also a portion of their hefty location fees if they leave within 2 years
 - Many veteran employees fear that the company will replace them with younger employees since they have less commitment and single, who have more time to focus on work
 - 2013 survey by PayScale
 - The median employee tenure at one year
 - The briefest in the fortune 500
 - Amazon tenure was low because hiring was so robust
 - Only 15 percent of employees had been at the company more than 5 years
 - Many employees departures are not a failure of the system
 - Mass intake of new workers, who help the Amazon machine spin and then wear out
 - Leaving the most committed Amazonians to survive
 - Many former Amazon employees are highly desirable for other companies of startups because of their work-ethic
 - They are called "Amholes" of their pugnacious and work-obsessed
 - Bezo has envision a new kind of workplace: Fluid but tough
 - The retailer is already showing some strain from its rapid growth
 - Including entry-level jobs
 - Many employees are required to hand over all their contacts to company recruiters at "LinkedIn" parties
 - In Seattle alone, more than 4500 jobs are open